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Draft country programme document for the State of Kuwait (2015-2018)

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I. Programme rationale

1. The Kuwait country programme for 2015-2018 uses the experience of UNDP as a knowledge and partnership manager to foster inclusive, sustainable and successful multidimensional development objectives. UNDP Kuwait will provide technical expertise and advisory services, networking and advocacy to support the State of Kuwait and other partners in achieving development goals associated with economic, social and environmental transformation, human development, institutional excellence, and strategic partnership.

2. Kuwait is classified as a high-income country (World Bank, 2012). Citizens enjoy comprehensive welfare and extensive support from the state. In 2012, the oil sector contributed KD32.2 billion to the gross domestic product, equivalent to approximately 63 per cent of the total gross domestic product. Wages and salary expenditures represent a large portion of the gross domestic product of Kuwait, as the majority of the labour force is employed by the Government.

3. This country programme document responds to the national development goals outlined in the 'Vision for 2035' of the Amir of Kuwait, as well as in the Kuwait Development Plan. It prioritizes areas of support directly informed by the objectives and engagement principles of the UNDP strategic plan, 2014-2017.

4. Kuwait is a net contributor country, so the United Nations system in-country is not mandated to develop a United Nations Development Assistance Framework. To ensure an analysis of the national context and in-depth consultation with national stakeholders, the Kuwait country programme document was developed through several rounds of consultations with the General Secretariat of the Supreme Council for Planning and Development of the State of Kuwait, which is the main national counterpart of UNDP in Kuwait. This was done under the leadership of the UNDP country office and the steering committee of the General Secretariat.

5. Following the extensive and inclusive national consultation process, analysis and discussions, experts confirmed that the primary national development concerns include: (a) reliance on oil revenue and public sector employment for economic growth; (b) limited transparency, accountability and service delivery within and from governing institutions; and (c) the impact of rapid population growth on housing and environmental constraints.

6. In response to those concerns, UNDP Kuwait proposes a 4-year strategy and programme that focuses on institutional development to respond to the challenges identified through the national consultation process. This will ensure that the 'Vision for 2035' is met with successful delivery by a high-calibre national workforce. UNDP, and the country office, are convinced that successful development results in Kuwait must be centred around strong, resilient, effective, transparent, accountable and adaptive governing institutions that: (a) are populated with high-calibre national staff, and (b) benefit from a policy environment and regulatory framework that allow such institutions to be effective in promoting economic diversification, transparent governance, and equitable, comprehensive development for vulnerable groups. Additionally, UNDP is committed to supporting the emerging position of Kuwait in South-South and triangular, and as a reliable global leader in multilateral cooperation, aid response and coordination.

7. In the context of its efforts to align with the outcomes articulated in the UNDP strategic plan, UNDP Kuwait will strengthen its national partnership with individuals and organizations consulted during the analysis and national consultation that contributed to the preparation of the present country programme document. It will also intensify collaborative efforts among the United Nations country team resident organizations in support of the relevant United Nations goals and objectives.

8. Given the growing leadership role of Kuwait in fostering development cooperation, UNDP will aim at raising the regional and global visibility of Kuwait through a partnership framework agreement to intensify South-South and triangular cooperation, broaden the participation of Kuwait in international and policy forums, and build national capacities to manage development coordination. This will deepen the partnership with UNDP and secure the position of Kuwait at the regional and global levels.

9. As reported in the final evaluation of the UNDP Kuwait country programme, 2009-2013, the country office made significant contributions to improving governance, social development, and the empowerment of women and youth. UNDP will build on lessons learned from that evaluation, strengthening these areas in the new country programme.

10. UNDP contributions to the overall development context in Kuwait are catalytic, and enable transformational change through high-calibre, embedded support provided to three key national entities: the General Secretariat of the Supreme Council for Planning and Development, the Central Bureau for Statistics, and the National Assembly. More broadly, UNDP supports national interventions in key strategic areas of work, such as planning, parliament, youth, finance, commerce, education, social affairs, the Public Authority for Industry, and the Public Authority for Anti-Corruption and the Environment. Development results emanating from UNDP contributions to the national development scene are at both policy and regulatory framework levels to support an enabling environment, as well as at the effective, efficient functioning of institutions.

11. During the previous country programme, results included supporting a national framework for youth engagement and empowerment, an automation process for Ministry of Education and the implementation of online distance learning; establishing project assessment mechanisms and developing a clearing-house capacity at the Ministry of Finance; developing new national air quality regulations and setting up air quality management systems; and developing a national traffic management strategy. In addition, the success of the Junior Professional Officers programme exemplifies the support and interest of Kuwait in promoting the multilateral development system, as well as its desire to promote and expand opportunities for youth.

12. Kuwait has made significant progress during the past decade in the areas of gender and economic growth. Yet the lack of data collection, management and analytical tools has limited the ability of government institutions and of the country office to publicize and promote their achievements and to use an evidence-based approach for planning. The current country programme document emphasizes the need to build national statistical capacities for empirical data collection, monitoring for development results and ensuring open access to development indicators for informed decision-making.

13. As agreed with the General Secretariat of the Supreme Council for Planning and Development, future UNDP programming will incorporate cross-cutting issues of gender equality, human rights and environmental sustainability in promoting the strategic vision of the Government, 'Kuwait 2035'. In advancing gender equality, UNDP will facilitate the development of a strategy and action plan to operationalize and advance the Kuwait Declaration on Gender Equality.

II. Programme priorities and partnerships

14. Learning lessons from the previous country programme led to a consolidated, effective programme approach. The outcomes listed below respond directly to the

development issues and priorities raised throughout the country programme formulation process. The outcomes, intended to address vulnerable populations and reflect issue-based achievements in line with the strategic plans of UNDP and other United Nations organizations, are:

(a) Policy and regulatory economic, social and environmental frameworks are in place to build resilience for inclusive, sustainable growth and development;

(b) Human development is accelerated through increased social empowerment and high-calibre human capital;

(c) Governance and institutional management are efficient, transparent, accessible, competitive, and accountable; and

(d) Strategic, multilateral partnerships at the global and regional levels are established, including through South-South and triangular cooperation, to advance the post-2015 development agenda.

Policy and regulatory economic, social and environmental frameworks are in place to build resilience for inclusive, sustainable growth and development.

15. This component aims to create fair and equal opportunities in the private sector, working to recapture the entrepreneurial spirit that is an integral part of the history of Kuwait. A needs assessment will be conducted to identify and engage all those belonging to the under-served groups – with a focus on women and youth – to ensure that they have opportunities to participate actively in economic and social change. Key strategies and mechanisms to achieve these transformations will include technical expertise, advisory services, enhanced networking, and legislation and regulations that support economic diversification and private sector growth, all in line with the regulatory and procedural frameworks of Kuwait.

16. Key elements to the successful implementation of UNDP support to sustainable economic, social and environmental transformation will consist of expanding partnerships and offering opportunities for civil society organizations, research institutions and individuals to participate in development activities. Success is envisioned through partnership with relevant ministries and the private sector to develop economic legislation and regulations that facilitate redefining established and new private enterprises. There will be a special focus on enhancing entrepreneurial skills among youth groups, establishing an enabling environment, and strengthening the capacity of national institutions such as the Ministry of Commerce for the diversification of a gender-sensitive economy through small and medium-sized enterprises. The country office, in partnership with the World Bank and the regional training centre of the International Monetary Fund (IMF), will propose and implement strategies to improve knowledge exchanges that share experiences and requirements for starting and maintaining a successful small or medium-sized enterprise.

17. In order to effect positive and sustained social transformation, the country office will work with the State of Kuwait to assess the social welfare system and identify policies and mechanisms to ensure efficient, equitable service delivery. Emphasis will also be placed on promoting healthy lifestyles.

18. As a large, rapidly growing urban environment, Kuwait City and its suburbs face the challenge of effectively incorporating sustainable environmental policies into urban and industrial design plans. In partnership with specialized organizations such as UN-Habitat and the United Nations Environment Programme (UNEP), the country office will provide technical expertise and capacity-building within relevant government institutions and the Kuwait Municipality. Country office engagement will aim to ensure that the commitments made by Kuwait to multilateral agreements are fulfilled nationally, and that housing and infrastructure growth initiatives incorporate resilient designs to mitigate the impact of land-based activities, minimize

water and energy use, and improve waste management systems. UNDP will facilitate capacity development and private-public partnership initiatives in order to effectively use and manage natural resources, including renewable and alternative energy sources.

Human development is accelerated through increased social empowerment and high-calibre human capital.

19. This component aims to expand human capabilities and opportunities. A national needs assessment will be conducted to identify and prioritize vulnerable groups to which support will be directed. Key partners in the effort will include relevant government institutions and United Nations partners such as UN-Women, the United Nations Educational, Scientific and Cultural Organization (UNESCO), the International Labour Organization (ILO), and the United Nations Children's Fund (UNICEF). Support to human development efforts will leverage the UNDP partnership with the World Bank and IMF in order to scale up the 'knowledge economy development' efforts that are now under way.

20. Human development initiatives will enhance capacity-building and strategic development policy frameworks to encourage building high-calibre skills that promote values of humanity, social and personal responsibility, and skills that match labour market needs. This will include issuing national human development reports, promoting knowledge-based economy, and creating an enabling environment for the increased engagement of youth and civil society in discussing and formulating human development polices.

21. Citizens of Kuwait enjoy significant constitutional protections, including the right of women to participate in the electoral process. Kuwait has active media and social networks that are committed to open and passionate political debate. Since 2006, the Worldwide Governance Indicators of the World Bank have ranked Kuwait highest among all the Gulf States in terms of voice and accountability. Citizens of Kuwait are highly educated, technically sophisticated and politically aware; the Kuwait National Assembly is one of the most robust and active national institutions in the region. These assets will be leveraged to support development aspirations relevant to population structure, culture, media and citizen empowerment.

22. To support the measurement and achievement of human development through high-calibre human capital, and in partnership with the Ministries of Information, Education, Social Affairs and Labour, the Public Authority for Youth and other institutions, UNDP will fulfil its role as an impartial, trusted partnership facilitator and will leverage its communication resources to advocate for improved education systems and expanded opportunities and choices. Integral aspects of its efforts will include working closely with the civil service administration to establish the norms of career development, and scaling up work with the Kuwait Central Statistics Bureau, the leading national authority on statistics, on empirical data capacity-building and advocacy to promote increased social responsibility and civic engagement, encourage participatory decision-making mechanisms, and support leadership skills to diversify representation in the middle and upper levels of private and public sector management.

23. In 2014, UNDP Kuwait facilitated the issuance of the Kuwait Declaration on Gender Equality, in collaboration with national counterparts and civil society organizations. The declaration covers concrete empowerment actions for women. UNDP, in collaboration with other United Nations Organizations, will support Kuwait in operationalizing the declaration and will establish a mechanism to track its progress in increasing women's social, economic and political empowerment.

Governance and institutional management are efficient, transparent, accessible, competitive, and accountable.

24. This component will address transparency, accountability, and justice system efficiency, and will respond to citizen expectations by providing capacity-building and by coordinating strategies for implementing change. The chief strategies used to achieve these goals will be based on leadership development, monitoring and evaluation capabilities, organizational performance, and information-sharing policies and mechanisms. Emphasis will be placed on mechanisms that improve the quality and efficiency of policy-making and decision-making support and implementation.

25. Capacity development of national counterparts and their involvement in results-based management design, implementation, monitoring and evaluation will remain a priority. UNDP will assist partner institutions in establishing systems for establishing and tracking key performance indicators and for collecting standardized, reliable, disaggregated development data, as an integral part of interventions.

26. Extensive support – through a dedicated, embedded multidimensional team – will be provided to establish benchmarks and indicators and analyse data in order to assess and address development challenges. These efforts reflect capacity-building achievements resulting from the partnership between the Central Statistics Bureau and UNDP and from efforts to promote sustainable national expertise.

27. The country office will assist in developing and implementing innovative ways to organize and transfer information within and between ministries, civil society organizations and citizens, through its promotion of e-governance. Additionally, legal and regulatory issues will be reviewed and potential reforms proposed so as to streamline legislative processes and incorporate anti-corruption efforts.

28. The development process will engage key national partners, particularly the General Secretariat of the Supreme Council for Planning and Development, as the official counterparts for UNDP (in accordance with Amir Decree 307, 2007), as well as the Ministries of Commerce and Industry, Social Affairs and Labour, and others as appropriate. Also included will be civil society organizations, media, universities, and research institutions, as well as relevant private sector actors. Work with the National Assembly will continue to support the UNDP commitment to civic engagement with the citizens and leadership of Kuwait. The expertise of relevant United Nations organizations will be solicited to optimize the benefit from resident and non-resident expertise and knowledge, and to support country office and national efforts.

Strategic multilateral partnerships at the global and regional levels are established, including through South-South and triangular cooperation, to advance the post-2015 development agenda.

29. This component is intended to support the goal of Kuwait to become a regional and financial hub, as well as to support UNDP strategic plan in promoting sustainable human development in the Arab region. The country office will address important subregional and regional development priorities and debates, including attainment of the Millennium Development Goals and the post-2015 development agenda, by facilitating the efforts of Kuwait in South-South and triangular cooperation.

30. The Kuwait Fund for Arab Development was the first to be established (in 1961) by an emerging economy, and through this fund Kuwait exceeds the United Nations development assistance target of 0.7 per cent of gross national product. The significance of the regional and international presence of Kuwait has also been highlighted through its hosting several large international development conferences, including the Asian, African-Arab and Gulf Cooperation Council summits, as well as

humanitarian pledging conferences for Syria held in January 2013 and January 2014. Additionally, the success of the Junior Professional Officers programme (the only one of its kind in the region) demonstrates the commitment of Kuwait to serve as a conduit to the international development community.

31. In response to recommendations made in the evaluation of the 2009-2013 country programme and to requests from the General Secretariat of the Supreme Council for Planning and Development and the Ministry of Foreign Affairs, the country office will explore a partnership framework agreement that promotes the visibility of Kuwait as a development partner internationally and supports the 'Vision for 2035'.

32. The country office will leverage its regional and global networks for research, capacity building and advocacy resources to establish the State of Kuwait as the pre-eminent sponsor of development research and expertise in the Gulf region. In particular, issues such as compliance with international conventions, transboundary environmental issues, diversification of economic activities, and inclusive political systems will be prioritized.

33. The General Secretariat of the Supreme Council for Planning and Development and the Ministry of Foreign Affairs will be the primary national counterparts for this outcome with whom UNDP will work to enhance the South-South and triangular cooperation role of Kuwait. This will be done by strengthening its positioning in regional and global South-South and triangular cooperation engagement, as well as by identifying areas of expertise that Kuwait can share with other emerging economies through South-South and triangular cooperation. UNDP will promote institutional strengthening and capacity development to better formalize and coordinate the role of Kuwait in South-South and triangular cooperation, regionally and globally.

III. Programme and risk management

34. The country programme will be nationally executed. The State of Kuwait, as a net contributor country, will provide government resources for all UNDP programming.

35. The most significant risk to UNDP operations in Kuwait is attributable to the frequent changes in government institutions. Since 2012 Kuwait has held three parliamentary elections and has appointed four new Councils of Ministers. In order to minimize the disruption and delay of programme implementation, the country office will focus its efforts on institutional capacity development and secure institutional knowledge of development planning procedures. The country office will conduct a midterm review of the country programme to align UNDP interventions with new development priorities that may arise as a result of elections and unforeseen political changes.

36. To ensure the quality of programmes and projects, and increase responsiveness to the possible remodelling of national political and developmental approaches, the efficacy and efficiency of the country office will be improved. UNDP Kuwait has proved its delivery efficiency with an average of yearly delivery of 80 per cent, or $8-10 million. To cope with the expected increase in programme size, internal restructuring will take place to fully staff the office with stable technical expertise, including an international operation manager; build capacities to optimize business continuity; and ensure delivery of the present country programme. A robust monitoring and evaluation process and risk mitigation approach for programme implementation and tracking of risks will be applied to ensure optimal impact, sustainability of efforts and mitigation of risks and challenges as they arise. The

country office will reinforce communication capacity to promote UNDP contributions to national development changes and strengthen partnerships with national counterparts.

37. This country programme document outlines UNDP contributions to national results and serves as the primary unit of accountability to the Executive Board for the alignment of results with resources assigned to the programme at the country level. Accountabilities of managers at the country, regional and headquarters levels with respect to country programmes are prescribed in the UNDP programme and operations policies and procedures and the internal controls framework.

IV. Monitoring and evaluation

38. The Central Statistics Bureau is the official data provider in Kuwait, producing regular statistics reports. Through its ongoing strategic partnership with the Bureau, the country office will ensure the systematic use of existing vetted national data for the monitoring process, and of an evidence-based approach in its programme operationalization and planning processes with national implementing partners. The UNDP-Central Statistics Bureau partnership will focus on developing the capacities of the Bureau to carry out disaggregated research and analysis and to ensure data quality, taking into account different targeted groups and promoting innovative research. UNDP will open the cooperation between the General Secretariat of the Supreme Council for Planning and Development, other government institutions, the private sector, civil society, academia and research institutions, to advance new development thinking and ensure the accurate measurement of results.

39. In response to the call in the country programme evaluation for a robust programme and stronger monitoring and evaluation, the country office will scale down the project approach towards more strategic programmes. This will be done by reducing the number of fragmented projects and promoting an approach that focuses on strategic interventions that integrate results-based management with well-defined monitoring and evaluation and risk mitigation measures. In addition, building on the recommendations of the evaluation, an integrated, detailed monitoring and evaluation plan will be formulated annually to measure development results and ensure the frequent collection of strong, high-quality data and evidence to support the analysis. The evaluation plan will assess key outputs and outcomes throughout the programme cycle. In accordance with its guidelines on monitoring and evaluation, UNDP will undertake a midterm review of the country programme to measure overall performance, relevance, and response to national priorities.

40. As part of its internal reorganization, the country office will strengthen its monitoring and evaluation capacity through the recruitment of a monitoring and evaluation officer, and will build its capacity in results-based management, monitoring and evaluation to institutionalize a results-based management culture. The country office and the General Secretariat of the Supreme Council for Planning and Development will establish a joint team to ensure the accurate, government-led measurement of results, as well as national ownership of outcome-level targets and indicators. In conjunction with those efforts, UNDP will commission independent evaluations in coordination with all project partners and beneficiaries. Midterm reviews and final evaluations of all projects will be conducted to assess effectiveness and performance against clearly articulated indicators, providing evidence-based analysis for future planning and implementation.

Annex. Results and resources framework for the State of Kuwait (2015-2018)

National priority or goal: Improved social welfare and economic sustainability

UNDP Kuwait outcome 1. Policy and regulatory economic, social and environmental frameworks are in place to build resilience for inclusive, sustainable growth and development.

Related UNDP strategic plan, 2014-2017, outcome:
Outcome 1. Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded.

UNDP Kuwait outcome indicators, baselines and targets	Data source, frequency of data collection, and responsibilities	Indicative country programme outputs (including indicators, baselines and targets)	Major partners/ partnerships/ frameworks	Indicative resources, by outcome
Kuwait outcome indicators 1. Ease of doing business index ranking improved ***Baseline:*** 104 (World Bank 2013) ***Target:*** 103 2. Number of new business licenses approved for Small and Medium-sized Enterprises disaggregated by gender, age, and governorates. ***Baseline:*** None. ***Target:*** *300* 3. Percent increase of public expenditure on health promotion, higher education and social welfare, and coverage of the social protection system, disaggregated by gender, age, and governorates. ***Baseline***: Health 6.60% in 2011/2010, Education 10.07% in 2011/2010, Social security and welfare affairs 15.28% in 2011/2010 ***Target:*** to be determined by the respective government entities 4. Number of beneficiaries, disaggregated by gender, age and governorates, benefiting from improved water management systems. ***Baseline:*** Brackish water net consumption, 2011: 19,265 million gallons; potable water net consumption, 2011: 128,026 million gallons ***Target:*** Brackish water net consumption 16,000 million gallons; potable water net consumption 125,000 million gallons (by 2018)	Data to be collected annually by UNDP in cooperation with the General Secretariat of the Supreme Council for Planning and Development (GSSCPD) and the Central Statistics Bureau. Follow-up reports from GSSCPD Other local official sources: Environment Public Authority (EPA), Ministry of Commerce and Industry (MOCI) International Finance Corporation/World Bank http://www.doingbusiness.org/rankings, annual collection World Health Organization (WHO) http://apps.who.int/bmi/index.jsp, annual collection United Nations Statistics Division http://mdgs.un.org/unsd/mdg/data.aspx, collected annually World Bank http://databank.worldbank.org	**Kuwait output 1.1.** National counterparts enabled to formulate, apply and implement economic policies and knowledge systems to support private sector innovation, diversification and growth. ***Indicator 1.1.1.*** Laws and systems to improve and enhance processes for establishing new small and medium enterprises (SMEs) are set, approved and implemented. ***Baseline:*** SME fund law (1 law issued) ***Target:*** one law or ministerial executive order that improves or enhances SMEs issued. **Kuwait output 1.2.** Policies and measures approved and implemented to improve the efficiency and quality of the welfare system. ***Indicator 1.2.1.*** Number of social welfare policies reviewed by national authorities (disaggregated by ministerial sector as appropriate) ***Baseline:*** No revision has been undertaken on social welfare policies for reform. ***Target:*** 10% policies reviewed ***Indicator 1.2.2.*** National traffic strategy developed and implemented. ***Baseline:*** Draft strategy developed ***Target:*** Strategy approved by National Assembly and action plan put into implementation by 2017. **Kuwait output 1.3.** A comprehensive National Strategy for the environment, with focus on housing and other urban challenges is developed and implemented. ***Indicator 1.3.1.*** National environment strategy approved	UN-Habitat, UNEP, United Nations Industrial Development Organization (UNIDO), Food and Agriculture Organization (FAO), International Fund for Agricultural Development, World Bank, International Monetary Fund, State of Kuwait, civil society organizations, private sector, research institutes, GSSCPD, Central Statistics Bureau, WHO, Kuwait Institute for Scientific Research, universities, Kuwait EPA, Ministry of Social Affairs, Ministry of Commerce, Desman Diabetes Institute (all by letters of agreement)	***Cost-sharing*** $20 million ***Other*** To be determined

		and number of sectoral strategies and actions plans developed and implemented in line with multilateral agreements. ***Baseline:*** There are no national or sectoral strategies on the environment. ***Targets:*** One law issued based on a comprehensive strategy in 2018; four strategies on biodiversity, climate change, integrated water resource management and desertification developed and implemented.		

National priority or goal: Advance human development

UNDP Kuwait outcome 2. Human development accelerated through high-calibre human capital and increased social empowerment.

Related UNDP strategic plan, 2014-2017, outcomes and indicators:
Outcome 4. Faster progress is achieved in reducing gender inequality and promoting women's empowerment.

UNDP Kuwait outcome indicators, baselines and targets	Data source, frequency of data collection, and responsibilities	Indicative country programme outputs (including indicators, baselines and targets)	Major partners/ partnerships/ frameworks	Indicative resources, by outcome
Kuwait outcome indicators 1. Female enrolment in higher education, and national workforce. ***Baseline:*** 75%-enrolment of women in higher education, with focus on non-science studies. ***Target:*** 10% higher enrolment in technical and science specialties. 2. Human development index value improved disaggregated by age and governorates. ***Baseline***: 0.790 (2012) ***Target:*** 1% increase (by 2018). 3. Gender inequality index disaggregated by age and governorates value improved. ***Baseline***: Overall Gender Gap Index is 0.632 ***Target:*** 0.532 (by 2018) 4. Knowledge Economy Index (KEI) value improved. ***Baseline:*** KEI value = 5.33, rank = 64/144 (2012); ***Target:*** Rank = 63/144 (by 2018).	Relevant National entities (Civil Service Commission, relevant government institutions, GSSCPD, Central Statistics Bureau, Ministry of Social Affairs, Ministry of Education), State of Kuwait; annual collection UNDP/Human Development Report Office http://hdr.undp.org; annual collection	**Kuwait output 2.1.** Institutional capacity strengthened to produce national human development policy frameworks and conduct comprehensive needs assessment for vulnerable groups. ***Indicator 2.1.1.*** Number of national human development reports prepared, adopted and widely disseminated. ***Baseline:*** Most recent report published in 1999 ***Target:*** One report published [by 2018] ***Indicator 2.1.2.*** Extent of civil society organization (CSO) engagement in formulation of human development and/or human rights policies (disaggregated by CSO mandate and membership). ***Baseline:*** Zero ***Target:*** A number of CSOs engaged by 2018 **Kuwait output 2.2.** National gender equality strategy and action plan developed and implemented. ***Indicator 2.2.1.*** Gender equality strategy and action plan and gender-sensitive indicators developed ***Baseline:*** None ***Target:*** Gender empowerment and mainstreaming indicators developed and tracked	UN-Women, Office of the United Nations High Commissioner for Human Rights, UNICEF, ILO, UNESCO, UNDP/HDRO, State of Kuwait, civil society organizations, private sector, research institutes	***Cost-sharing*** $15 million ***Other*** To be determined

		Kuwait output 2.3. Strategic plans for strengthening human capital developed with focus on building capacity and career advancement, with special attention to women and youth. ***Indicator 2.3.1.*** Civil service administration plans revised to include career advancement and succession planning measures. ***Baseline:*** Civil Service Law 15/1979 ***Target:*** Revised and upgraded criteria for civil servants selection and succession. ***Indicator 2.3.2.*** Number of women and youth in middle and upper management positions (as % of labour force participation rate disaggregated by age, gender, industry and level of employment). ***Baseline:*** Legislators, senior officials and managers: 7.61% (2011) ***Target:*** Legislators, senior officials and managers 10% [by 2018]		

National priority or goal: Achieve institutional excellence

UNDP Kuwait outcome 3. Governance and institutional management is efficient, transparent, accessible, competitive and accountable.

Related UNDP strategic plan, 2014-2017, outcome indicator:
Outcome 2. Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance

UNDP Kuwait outcome indicators, baselines and targets	Data source, frequency of data collection, and responsibilities	Indicative country programme outputs (including indicators, baselines and targets)	Major partners/ partnerships/ frameworks	Indicative resources, by outcome
Kuwait outcome indicators 1. Voice and accountability aggregate indicator value increased. ***Baseline:*** % rank 28.91 (2012) ***Target:*** 5% increase (by 2018) 2. Control of corruption aggregate indicator value increased. ***Baseline:*** % rank 53.11 (2012) ***Target:*** 10% increase (by 2018) 3. Government effectiveness aggregate indicator value increased. ***Baseline:*** % rank 51.2 (2012) ***Target:*** 10% increase (by 2018)	Data to be collected annually by UNDP in cooperation with GSSCPD, Central Statistics Bureau, National Assembly. Worldwide Governance Indicators, World Bank http://info.worldbank.org/governance/wgi/index.aspx#home; collected annually.	**Kuwait output 3.1.** Systems in place to ensure institutional accountability and transparency and national capacities strengthened for quality planning, implementation and monitoring of development policies, laws and plans. ***Indicator 3.1.1.*** Proportion of ministries reporting regularly (records in print and on-line) on established key performance indicator progress (disaggregated by sector). ***Baseline:*** None; ***Target:*** Key performance indicators for 5 key ministries developed. ***Indicator 3.1.2.*** Number of ministerial policy declarations and measures taken and implemented on anti-corruption (disaggregated by sector).	World Bank, International Monetary Fund, UN-Women, United Nations Group on the Information Society/Information Technology Unit, State of Kuwait, GSSCPD, Central Statistics Bureau, National Assembly, civil society organizations, private sector, research institutes	***Cost-sharing*** $15 million ***Other*** To be determined

4. Rule of law aggregate indicator value increased. ***Baseline:*** % rank 63.03 (2012) ***Target:*** 10% increase (by 2018) 5. Percentage of implementation of the National Development Plan. ***Baseline:*** New National Development Plan (2015-2018) ***Target:*** 80-100% of the UNDP-supported parts of the plan implemented		***Baseline:*** National Anti-corruption Law 24/2012 ***Target:*** One anti-corruption executive policy developed and implemented. **Kuwait output 3.2.** Statistical capacity of Central Statistics Bureau for disaggregated data collection, analysis, reporting and informed decision-making strengthened. ***Indicator 3.2.1.*** Number of institutional capacity development plans for Central Statistics Bureau and other Government entities on advanced statistical capacity, standard key performance indicator monitoring and evaluation, and post-2015 development agenda indicators (disaggregated by age, gender and level of employment) implemented. ***Baseline:*** 0; ***Target:*** To be determined.		

National priority or goal: Become a regional financial and commercial hub

UNDP Kuwait outcome 4. Strategic multilateral partnerships at the global and regional levels established, including through South-South and triangular cooperation, to advance the post-2015 development agenda.

Related UNDP strategic plan, 2014-2017, outcome indicator:
Outcome 7. Development debates and actions at all levels prioritize sustainable economic and human development, poverty, inequality and exclusion, consistent with our engagement principles.

UNDP Kuwait outcome indicators, baselines and targets	**Data source, frequency of data collection, and responsibilities**	**Indicative country programme outputs (including indicators, baselines and targets)**	**Major partners/ partnerships/ frameworks**	**Indicative resources, by outcome**
Kuwait outcome indicators 1. Number of strategic partnership agreements at the global and regional levels established through South-South and triangular cooperation to advance the post-2015 development agenda. ***Baseline:*** 0 ***Target:*** One partnership agreement concluded. 2. Number of SSC and TRC regional and global initiatives led by Kuwait drawing on technical, strategic and economic expertise. ***Baseline*** : Two (2013) ***Target***: Two more (by 2018).	Data to be collected annually by UNDP in cooperation with GSSCPD Central Statistics Bureau.	**Kuwait output 4.1**. National role and contribution on key areas of global and regional development agendas established. ***Indicator 4.1.1.*** Number of strategic partnership agreements established in areas of common interest, with clearly defined responsibilities assigned to partners. ***Baseline:*** 0 (2013); ***Target***: 1 partnership agreement. ***Indicator 4.1.2.*** No. of Junior Professional Officers (JPOs) placed each year and returning to work in Kuwait (disaggregated by gender, sector and level of employment). ***Baseline:*** 10 JPOs deployed (2013) ***Target:*** 40 JPOs deployed (by 2017)	World Bank, International Monetary Fund, Ministry of Foreign Affairs, Civil Society Organizations, Private Sector, Research Institutes	***Cost-sharing*** $1 million ***Other*** To be determined